2015–2020

Metrolinx Five Year Strategy

Photo: Eglinton Crosstown tunnel boring machine

September 2014

Building Tomorrow's Transportation Network Today

METROLINX

An agency of the Government of Ontario

Photo: Union Station

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Introduction to Metrolinx

Metrolinx, an agency of the Province of Ontario, was established through legislation in 2006 as the regional transportation authority for the Greater Toronto Hamilton Area (GTHA).

Mandate

The Metrolinx Act of 2006 defines the organization's mandate as:

- providing leadership in the coordination, planning, financing, development and implementation of an integrated, multi-modal transportation network for the GTHA;
- acting as the central procurement agency for local transit vehicles, equipment, technologies, facilities and related supplies and services; and
- being responsible for operating the regional transit system while providing other transit services.

Vision

Working together to transform the way the region moves.

Mission

To champion and deliver mobility solutions for the Greater Toronto and Hamilton area.

Values

Serve with Passion – We put our hearts and minds into service excellence for our customers and each other.

Think Forward – We embrace change and create new ideas.

Play as a Team – We work together in a spirit of trust and respect.

Organizational Scope

Metrolinx is responsible for developing the regional transportation plan. The current regional transportation plan, The Big Move, was approved in 2008. The organization owns and operates transit services including:

GO Transit

The GTHA regional public transit service.

UP Express

A rail service linking Toronto Pearson International Airport with Union Station in downtown Toronto. (To be launched in 2015).

PRESTO

The fare card system currently in use by over one million customers in 10 transit systems located across the GTHA and in Ottawa.

Through its Rapid Transit Implementation group, Metrolinx funds and delivers new regional rapid transit lines throughout the GTHA. Metrolinx also delivers a wide variety of other transportation programs and services, ranging from planning potential new transit investments to the Smart Commute program. The following map shows the boundaries of the GTHA and the current GO Transit network (as of 2014).

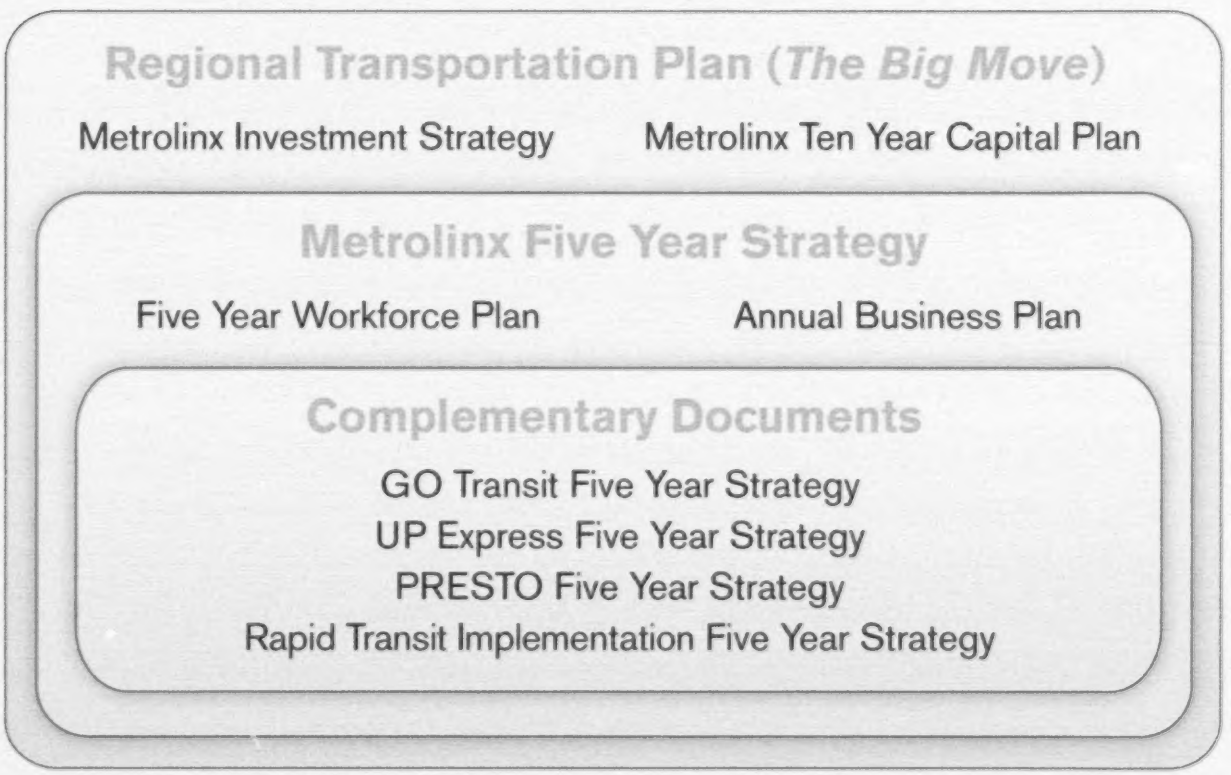
Purpose of The Metrolinx Five Year Strategy

The purpose of this document, the 2015-2020 Metrolinx Five Year Strategy, is to provide a rolling five year outlook on Metrolinx's plans and activities as it implements the regional transportation plan. It is a public document, approved by the Metrolinx Board of Directors and provides the basis for:

- **alignment of the strategies of Metrolinx's operating divisions;**
- **multi-year and annual business planning (including capital and workforce planning and budgeting); and**
- **performance and risk management across the organization.**

This document is aligned with and builds upon previous strategies and was developed through a review process including consultation with key internal and external stakeholders.

The Metrolinx Five Year Strategy has become a reference document for the organization, and guides deliverables towards achieving the transformative goals of the 25 year regional transportation plan, The Big Move. The image below shows how the Metrolinx Five Year Strategy fits into the family of Metrolinx strategic documents.


Regional Transportation Plan (*The Big Move*)
Metrolinx Investment Strategy
Metrolinx Ten Year Capital Plan
Metrolinx Five Year Strategy
Five Year Workforce Plan
Annual Business Plan
Complementary Documents
GO Transit Five Year Strategy
UP Express Five Year Strategy
PRESTO Five Year Strategy
Rapid Transit Implementation Five Year Strategy

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2015-2020
Metrolinx Business Environment Scan

STAKEHOLDER VIEWS

- Residents and businesses are impatient for improved mobility.
- Commute convenience is increasingly important in lifestyle decisions.
- The public expects seamless regional transportation, with quality services and amenities.
- Railway safety is of heightened public interest.
- There is a high level of political interest and engagement in transit decision-making.
- The public expects transparency and accountability in use of public funds.

EVO

REGIONAL CHALLENGES

- Continuing regional growth in population and employment, particularly in Toronto core and on the periphery of the GTHA's existing built-up area.
- Key transportation facilities are currently operating over capacity.
- Transportation network suffers from a long legacy of underinvestment.
- Increasing demand for transit among young people and increasingly active seniors.
- Income disparities between households are increasing.
- Suburbanization of employment means a dispersed workforce that is difficult for transit to serve.
- Legacy of auto orientation has resulted in few mobility choices in some locations.

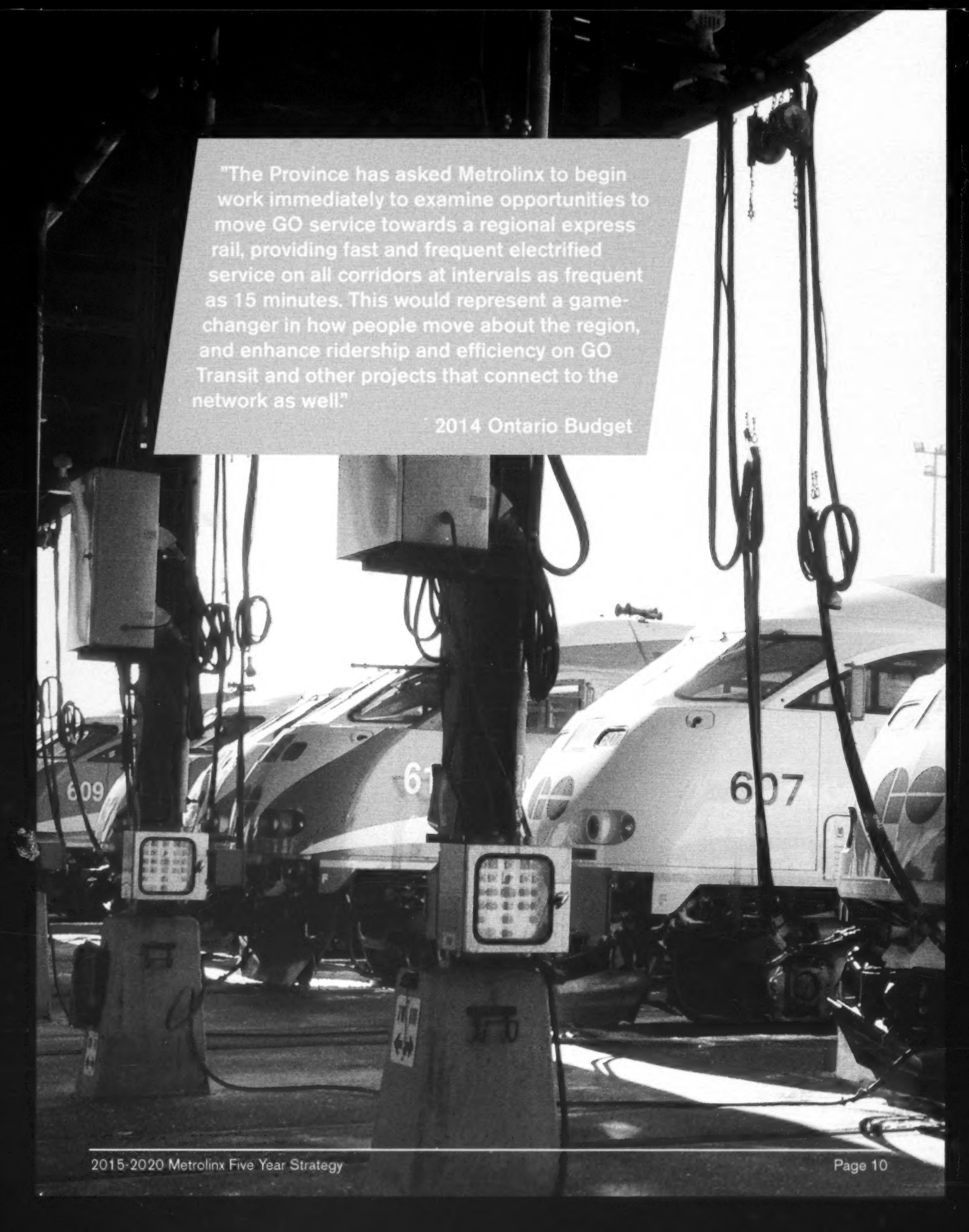
BUSINESS CONTEXT

- Public spending is increasingly constrained.
- Public and private debt levels are high.
- Traffic congestion is escalating the cost of doing business.
- Properties with good transit access are becoming more expensive.
- Fuel prices are high and expected to continue growing over the long term.
- Climate change and preparation for extreme weather mean extra costs.
- "Open government" is raising the bar for accountability.
- Public-private Infrastructure delivery models are achieving success in Ontario.

LVING

TECHNOLOGY TRENDS

- New ways of working are on the rise (telecommuting, flexible work schedules).
- Technologies involving connected infrastructure and automated driverless vehicles are emerging.
- Mobile communications and online social platforms are facilitating ad hoc multimodal trip planning and car and ride sharing.
- "Big data" provides new information for monitoring and planning.
- Energy technologies are advancing (electric vehicles, 'smart grid' storage).



"The Province has asked Metrolinx to begin work immediately to examine opportunities to move GO service towards a regional express rail, providing fast and frequent electrified service on all corridors at intervals as frequent as 15 minutes. This would represent a game-changer in how people move about the region, and enhance ridership and efficiency on GO Transit and other projects that connect to the network as well."

2014 Ontario Budget

Funding Outlook

The Big Move's ambitious program of rapid transit infrastructure construction is the foundation of offering additional travel choices in the GTHA, and underpins this 2015-2020 Metrolinx Five Year Strategy.

Building the Rapid Transit Network

The 2014 Ontario budget committed $15 billion in funding for further transit infrastructure in the GTHA, in addition to $14 billion for transportation infrastructure outside the GTHA. This is in addition to over $16 billion in capital investment already committed by all three levels of government to major projects drawn from The Big Move, the largest transit investment in decades. This commitment solidifies the next decade of progress with the GTHA rapid transit network. Transportation infrastructure projects require long lead-times to plan, design and construct and a steady stream of funding will continue to be required to meet the transportation needs of a growing population and workforce.

Operating Transit Services

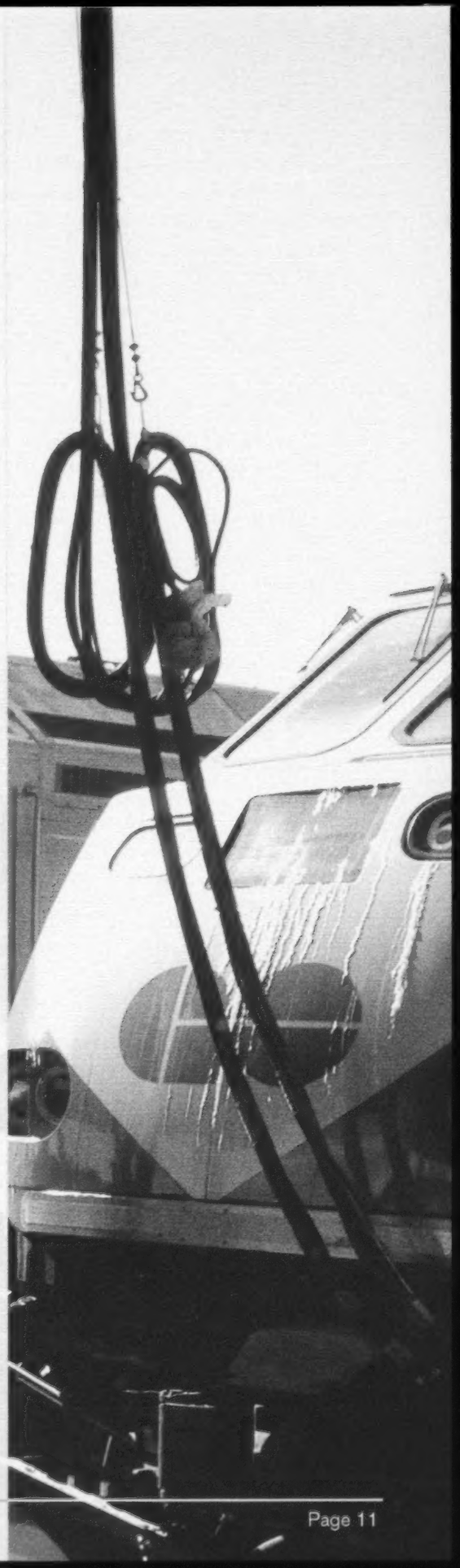
The expanded and improved regional transit network of The Big Move will also require complementary operating funding. As each new rapid transit line goes into service, funding will be required to cover the portion of the operating cost not met by fares. Expanded GO Transit service–frequent Regional Express Rail and more comprehensive bus service–may require operating subsidies larger than those currently in place. Other initiatives, such as fare integration and cross-boundary paratransit service improvements, may also present additional pressures on annual operating budgets. Reliable and sustained operating funds are essential if we are to optimize the benefits enabled by the very significant capital investments that are underway.

First Wave of Major Capital Projects with Existing Committed Funding

- Eglinton Crosstown Light Rail Transit.
- Finch West Light Rail Transit.
- Georgetown South GO Rail.
- Mississauga Bus Rapid Transit.
- Sheppard East Light Rail Transit.
- Toronto-York Spadina Subway Extension.
- Union Pearson Express.
- VivaNext Rapidways.
- Union Station Revitalization.
- Contribution to Scarborough Rapid Transit Replacement.

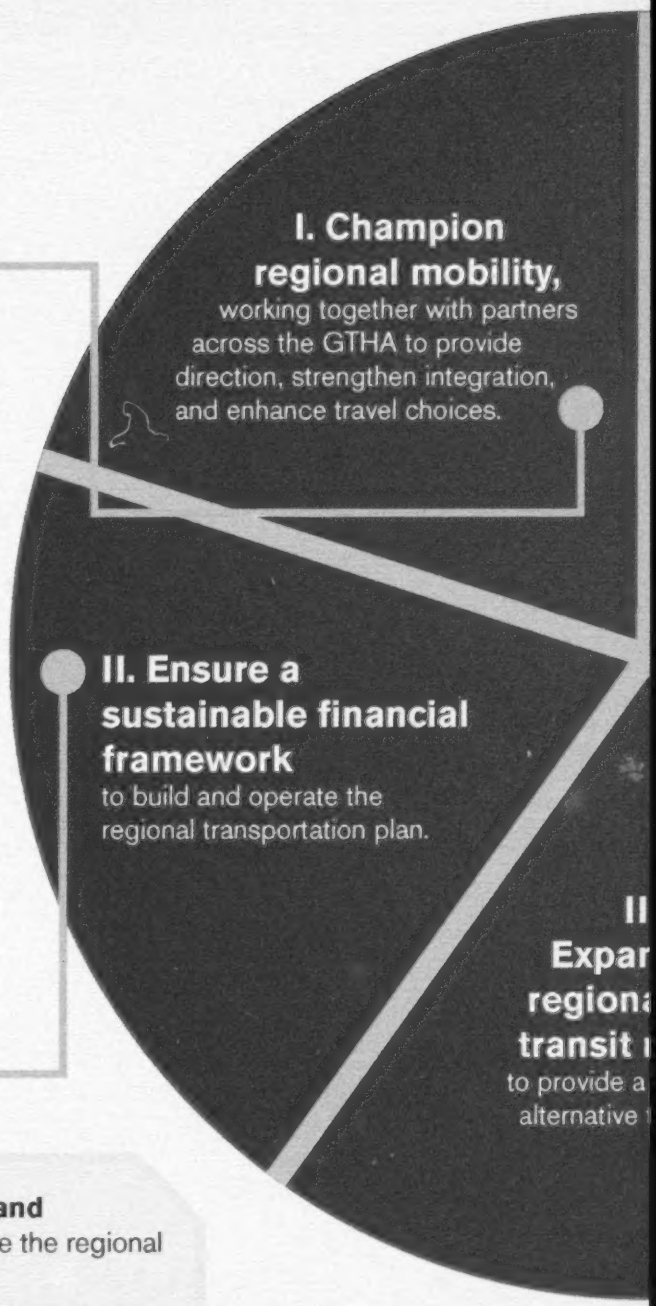
Next Wave of Projects Recommended for Funding in Metrolinx Investment Strategy

- GO Transit Rail Service Expansion (more two-way, all-day and rush hour service).
- GO Transit Lakeshore Express Rail Service (including electrification)
- Electrification of GO Transit Kitchener corridor and Union Pearson Express.
- Brampton Queen Street Rapid Transit.
- Dundas Street Bus Rapid Transit.
- Durham-Scarborough Bus Rapid Transit.
- Hamilton Rapid Transit.
- Hurontario-Main Light Rail Transit.
- Relief Line.
- Yonge North Subway Extension to York Region.



Strategy Summary

Metrolinx's regional leadership activities over the next five years will be focused around five priorities, defined through 19 objectives. These priorities and objectives provide a framework to guide our work in all parts of the organization as we lead the implementation of the regional transportation plan through an extensive program of tangible deliverables.


I. Champion regional mobility,
working together with partners across the GTHA to provide direction, strengthen integration, and enhance travel choices.
II. Ensure a sustainable financial framework
to build and operate the regional transportation plan.
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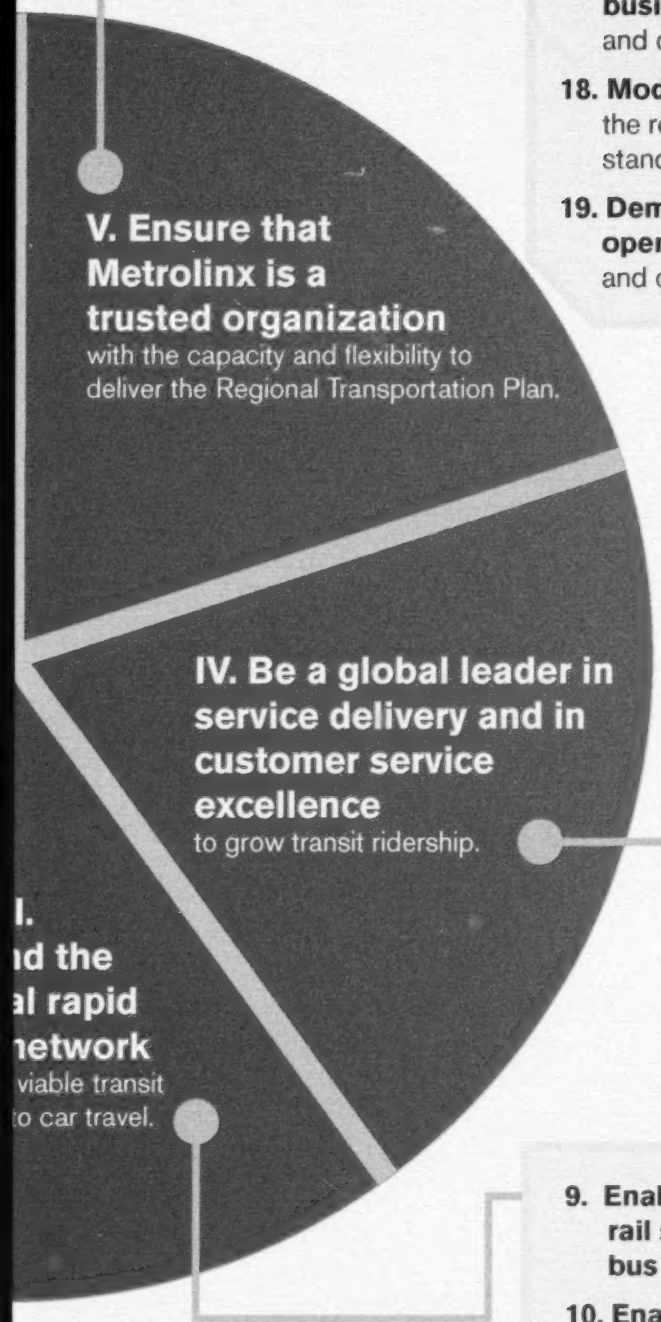
transit
to provide a
alternative

1. **Guide regional transit investment and decision-making,** maintaining a current regional transportation plan and infrastructure investment program.
2. **Improve cross-boundary transit travel** by enhancing coordination of the region's transit services.
3. **Facilitate transit fare payment in the GTHA,** by developing and implementing customer-focused regional solutions that support transportation policy goals.
4. **Increase travel choices** throughout the GTHA, by implementing a variety of initiatives to enhance transportation options for people and freight.
5. **Foster transit-supportive land uses** to leverage public transportation investments, through coordinating and stimulating development in the vicinity of transit.
6. **Seek adequate and predictable capital and operating funding** to complete and operate the regional rapid transit network.
7. **Strive for industry leadership in cost management,** ensuring good value is obtained for expenditures.
8. **Increase non-fare revenue** by responsibly pursuing new opportunities and optimizing existing sources.



V. Ensure that Metrolinx is a trusted organization
with the capacity and flexibility to deliver the Regional Transportation Plan.

IV. Be a global leader in service delivery and in customer service excellence
to grow transit ridership.

I.
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network
viable transit
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16. **Provide transportation leadership and build consensus,** through strengthened partner relationships and improved public and stakeholder awareness of Metrolinx.
17. **Ensure that Metrolinx can effectively meet evolving business needs** by building organizational design, expertise and capacity.
18. **Model responsible operations and best practices** as the regional transportation authority by adopting world-class standards.
19. **Demonstrate accountability, value for money and openness** through transparent engagement with the public and other stakeholders.

12. **Work toward transforming GO Transit service,** by advancing frequent **Regional Express Rail** service and expanding bus service, while retaining a customer focus.
13. **Introduce a welcoming new air travel gateway to Toronto** by launching UP Express as a differentiated customer experience.
14. **Deliver new rapid transit operations jointly with municipalities** by implementing financially sustainable agreements that emphasize customer service excellence.
15. **Enhance customer and client fare payment convenience** by further developing the PRESTO offering.

9. **Enable frequent regional express GO Transit rail service and an attractive complementary bus network**, by delivering required infrastructure.
10. **Enable rail service between Canada's two busiest transportation hubs,** by completing UP Express infrastructure between Toronto's Pearson International Airport and Union Station.
11. **Extend the rapid transit network** by advancing the construction of priority rapid transit projects.

The Strategy: Regional Leadership Priorities, Objectives and Deliverables

PRIORITY I:
Champion regional mobility, working together with partners across the GTHA to provide direction, strengthen integration and enhance travel choices.

OBJECTIVE 1: Guide regional transit investment and decision-making, maintaining a current regional transportation plan, and infrastructure investment program.

DELIVERABLES:

1a. **Complete the legislated review of the Regional Transportation Plan in 2016**, to refresh and advance the transportation vision for the GTHA, through close coordination with the provincial review of the Growth Plan for the Greater Golden Horseshoe.

1b. **Define the regional transit infrastructure investment program**, establishing the scope, prioritization, and sequence of infrastructure projects using best practice evidence-based planning methods and business case analysis.

Metrolinx leads regional transportation planning, making decisions based on credible information and analysis.

OBJECTIVE 2: Improve cross-boundary transit travel by enhancing coordination of the region's transit services.

DELIVERABLES:

2a. Work with local transit operators to improve the **coordination of transit services and schedules**.

2b. Collaborate with municipal transit and paratransit agencies to **improve accessible cross-boundary travel** in the GTHA by providing coordination and integration of services.

2c. **Provide more convenient transfers between transit systems** by developing integrated multi-carrier bus terminals at appropriate locations including downtown Toronto, Kipling station, Renforth Drive and Eglinton Avenue, and Highway 407 at Jane Street.

2d. **Support faster, more reliable regional bus services by** promoting and coordinating regionally significant **bus priority measures**, including regional Transit Signal Priority strategies.

OBJECTIVE 3: Facilitate transit fare payment in the GTHA, by developing and implementing customer-focused regional solutions that support transportation policy goals.

DELIVERABLES:

3a. **Fully implement PRESTO in the GTHA**, focusing on customer experience, client needs and system reliability, scalability and interoperability.

- Complete the roll-out of **PRESTO in the GTHA** including deployment on:
  - **UP Express** in 2015.
  - GTHA **Paratransit** by 2016.
  - full **TTC** by 2017.

Deployment of PRESTO on the TTC will complete the unified fare collection system across the GTHA.

- Extend OC Transpo PRESTO fare collection to the **Confederation LRT** Line, opening in 2018.
- Extend TTC fare collection services for the **Eglinton Crosstown LRT,** opening in 2020.
- Enhance the PRESTO system as the scale of operation increases, **ensuring reliability** of the IT infrastructure and the PRESTO finance, operations and customer service functions.

3b. Work with municipalities to advance a **fare integration plan** by 2016 with proposals to make the GTHA fare system more customer friendly and regionally seamless, such as:

- Fare integration between GO Transit and the TTC.
- Fare integration between the TTC and neighbouring local transit systems.
- Greater consistency in fare policies across various GTHA transit agencies to reduce complexity for the customer.

Progress toward integrated regional transit fares and service is a priority.

3c. Evaluate **new GO Transit fare structures** by 2016, to align with potential regional fare integration, encourage efficient use of existing and new service capacity for midday and weekend travel, and optimize fare revenue.

3d. Continue research, modeling and planning work to lay the foundation to potentially **unbundle the cost of parking** at GO Transit parking facilities from fares.

OBJECTIVE 4: Increase travel choices throughout the GTHA, by implementing a variety of initiatives to enhance mobility options for people and freight.

DELIVERABLES:

4a. Influence travel behaviour change through effective **Transportation Demand Management (TDM)** solutions, working with partners throughout the region.

- **Encourage the adoption of more sustainable travel options** and reduce travel by single occupant vehicle, by strengthening the Smart Commute program engagement to 350 GTHA workplaces by 2017 and supporting municipal TDM strategies and initiatives.
- **Encourage walking and cycling to school** as healthy lifestyle travel options, partnering and coordinating with school boards to develop school travel plans.
- **Address concerns** identified in The Big Move **related to cycling safety, barriers to vanpooling and ridesharing**, and tax treatment of employer-provided transit fares.

4b. Continue to work in collaboration with the GTHA Urban Freight Forum and other key stakeholders to share best practices and implement priority actions, **setting the groundwork for increasing the efficiency of goods movement**.

- Review and update the GTHA Urban Freight Study and Action Plan as integral components of the Legislated Review of the Regional Transportation Plan by 2016.
- Partner with the Ministry of Transportation to advance the implementation of the recommendations from the Developing Urban Goods Movement Data in the GTHA report.
- Explore options for freight rail rationalization as part of the planning of GO Regional Express Rail.

4c. Improve coordination of road operations and traffic information through technology by developing, and beginning to implement, a regional **Intelligent Transportation Systems (ITS) Strategy**.

4d. Continue to **improve regional accessible** transit options.

- Complete **accessibility modifications** to the remaining five GO Transit rail stations with barriers to wheeled mobility aids.
- Enhance bus accessibility through working with municipalities to make municipally-owned **on-street bus stops wheelchair accessible** for GO Transit buses and **procuring low floor vehicles** to replace current GO Transit highway coaches over time.

4e. Offer travelers a **single regional source of transit information** with trip planning, real-time and service alert information, and consolidated regional open data by 2017.

4f. Work toward a continuous and complete **regional network of walking and cycling facilities** by coordinating and supporting municipal efforts.

- Promote enhancements to walking and cycling connections along new rapid transit corridors delivered by Metrolinx.
- Advance and disseminate research on best practices for pedestrian and cyclist-friendly street design.

4g. **Increase choices for accessing GO Transit stations** in alignment with the GO Transit Rail Parking and Station Access Plan, with the goal of increasing the percentage of passengers arriving via active and sustainable modes to 50 percent by 2031. This will include improvements to transit, walking, and cycling infrastructure, and strategic parking expansion.

4h. Establish **consistent regional wayfinding, design standards and customer information** for transit terminals across the region.

Metrolinx is helping deliver an effective transportation system for the 2015 Pan/ParaPan Am Games.

4i. **Support the 2015 Pan/ParaPan Am games** organizers by augmenting services for games attendees and GTHA residents throughout the games period.

- Leverage GO services, including a new Hamilton James Street station to **support travel to the games**, while sustaining the quality of service to GTHA residents.
- **Deliver UP Express** service in time for the Pan/ Parapan Am games.
- Leverage **transportation demand management** measures to mitigate the impact of games travel and reduce background travel, while applying lessons learned from the games experience to improve future demand management activities.

OBJECTIVE 5: Foster transit-supportive land uses to leverage public transportation investments by coordinating and stimulating development in the vicinity of transit.

DELIVERABLES:

5a. Pursue opportunities for **joint development at major transit stations** with municipalities, and other parties, proceeding with at least two projects under construction by 2020.

5b. Promote the **planning and implementation of mobility hubs** through:

- Promoting municipal application of the **Mobility Hub Guidelines** in planning activities and investments.
- Completing plans to **guide development of designated mobility hubs**, with the construction of supportive infrastructure at applicable stations.

> Metrolinx supports coordinating land use development and transit decisions, to obtain the greatest benefit from transit investments.

5c. Collaborate with municipalities on **planning studies for transit-supportive land uses** in the corridors of rapid transit projects, and promote effective access options to passenger facilities.

5d. Work with provincial and municipal organizations to encourage **siting of key destinations including large employment, leisure and retail sites, health and educational institutions** in coordination with suitable public transportation services.

Photo: Union Station

PRIORITY II:
Ensure a sustainable financial framework to build and operate the regional transportation plan.

OBJECTIVE 6: Seek stable capital and operating funding to complete and operate the regional rapid transit network.

DELIVERABLES:

6a. Continue to **communicate** with the public and stakeholders about the **transportation network and funding requirements**.

6b. Provide **analysis and advice** to the Province of Ontario as required on the assessment and implementation of **dedicated funding and financing mechanisms**.

> Building and operating the regional transportation system will require stable and predictable long term funding.

6c. Pursue **federal funding** opportunities, including cooperating with stakeholders across Canada to promote the development of a federal transit funding strategy, and working with the Province of Ontario to identify projects best suited for federal funding.

6d. Undertake, in collaboration with municipalities and other stakeholders, preliminary **planning, design and engineering work for key pending projects and initiatives**, to ensure they are ready to proceed once funding is obtained, including GO Transit Regional Express Rail upgrades and other Next Wave projects (as identified on page 11).

6e. Seek commitment of **capital funding to pending rapid transit projects**, including other Next Wave projects (as identified on page 11).

6f. As infrastructure is completed, secure necessary **operating funding for new and expanded rapid transit services**, including:

- GO Transit Regional Express Rail service.
- Toronto LRT program.
- Additional rapid transit initiatives as they enter operation.

6g. Pursue ongoing **funding for other strategic transit initiatives** in support of Regional Transportation Plan goals, which may potentially include fare integration implementation, active transportation initiatives or other selected local transit initiatives.

OBJECTIVE 7: Strive for industry leadership in cost management, ensuring good value is obtained for expenditures.

DELIVERABLES:

7a. **Evaluate alternative delivery models** for corporate activities to determine the appropriate roles for in-house and various approaches to contracted delivery for optimal value and quality.

7b. **Evolve the PRESTO business model** and negotiate new client and vendor agreements to achieve operating cost reductions and enable a financially sustainable operation.

7c. **Provide cost savings for transit agencies by expanding the Transit Procurement Initiative (TPI)** collaborative platform for Ontario-wide transit procurement with:

- **Increased scope**, including a knowledge, research and pilot plan by 2015 to guide the exploration of expanded joint procurement possibilities on an ongoing basis.
- **Increased participation** from 29 partners to 33 partners by 2016.

> Metrolinx pursues cost efficiencies to get the greatest value from the money it spends.

OBJECTIVE 8: Increase non-fare revenue by responsibly pursuing new opportunities and optimizing existing sources.

8a. Identify and implement **non-fare revenue** opportunities in areas such as advertising, strategic partnerships and retail activities.

8b. Better quantify expenses incurred by Metrolinx resulting from **third-party activity involving Metrolinx assets** and improve cost recovery where possible.

8c. Negotiate with the private sector development community to generate voluntary **financial contributions associated with transit-related development** where possible.

PRIORITY III:
Expand the regional rapid transit network to provide a viable transit alternative to car travel.

OBJECTIVE 9: Enable frequent Regional Express Rail service and an attractive complementary bus network, by delivering required GO Transit infrastructure.

DELIVERABLES:

9a. Support expansion of the GO Transit system by completing **foundational investments**:

- Complete design and programming of **electrification of the GO Transit network**.
- **Expand the GO Transit fleet** to approximately 65 rail consists and 650 buses by 2020.
- Implement a new state of the art **GO Transit Control Centre** by 2016, to optimize coordination of GO Transit services and enabling future in-house train control.

> Metrolinx is committed to delivering quality transit projects, on time and on budget.

- Revitalize and provide **increased capacity at Union Station**:
  - Refurbish the aging train shed (2016);
  - Construct a new south platform (starting 2017) to add capacity; and
  - Complete new customer concourses (in partnership with the City of Toronto) and enhanced teamways to expand and improve customer station facilities.
- **Expand fleet maintenance capacity** at Willowbrook Rail Maintenance Facility (2015) and the new East Rail Maintenance Facility and associated enhancements on Lakeshore East corridor (2017).
- Pursue implementation of **Positive Train Control**, as the technology becomes available, in order to maintain a leadership position in rail safety:
  - Complete feasibility study (2015).

9b. Build toward frequent Regional Express Rail service by progressing **railway corridor improvements**:

- **Complete the Georgetown South project** to increase capacity on the Kitchener corridor (2015).
- **Add track** on Metrolinx-owned railway corridors to permit incremental service expansion and future Regional Express Rail service (ongoing as of 2020).
- **Advance potential rail-road grade separations** to improve safety and accessibility for communities adjacent to Metrolinx railway corridors as train service levels increase (ongoing as of 2020).
- Investigate approaches to develop **improved rail services** on the Milton corridor (ongoing as of 2020).
- Complete the **signalization** of the Barrie corridor (2016).

9c. Construct additional stations and complete enhancements to existing facilities **to improve customer access to GO Transit rail services.**

- Open **new GO Transit rail stations** including:
  - Hamilton James North on the Lakeshore West line (2015);
  - Gormley on the Richmond Hill line (2016); and
  - Downsview Park on the Barrie line (2016).
- Extend 10-car platforms to accommodate 12 cars at five remaining stations (2017).

9d. **Deliver** infrastructure to support expanded GO Bus Service including:

- **Bus priority facilities** at selected locations for service reliability and travel speed.
- Additional **GO Park & Ride lots on Highways 407 and 404 to improve access to GO bus services.**
- New or expanded **bus fleet facilities** at four locations (2017).
- New or enhanced **multi-modal regional transit terminals,** equipped with customer amenities, at key regional network nodes including Hwy 407/Jane subway station (2016) and Kipling GO Transit and Toronto Transit Commission multi-modal terminal (2019).

9e. Continue to **acquire railway corridors** used by GO Transit, as the opportunity presents itself, in order to manage these assets to benefit GO Transit service.

OBJECTIVE 10: Enable rail service between Canada's two busiest transportation hubs, by completing UP Express infrastructure between Toronto's Pearson International Airport and Union Station.

DELIVERABLES:

10a. Complete UP Express corridor and facility construction:

- **UP Express stations** at Union, Bloor, Weston and Pearson International Airport by 2015.
- UP Express vehicle servicing and maintenance facilities by 2015.

10b. Receive and complete testing of new **rail cars** by 2015.

OBJECTIVE 11: Extend the rapid transit network by advancing the construction of priority rapid transit projects.

DELIVERABLES:

11a. Complete, in partnership with the City of Mississauga, the **Mississauga BRT 403 transitway** between Winston Churchill Boulevard and Renforth Road including 11 new stations by 2016, carrying at least 20 MiWay and GO Transit buses per hour with additional service along busy segments during peak periods.

11b. Complete the construction of all **VivaNext Bus Rapid Transit (BRT)** projects in partnership with the Region of York to complement the 3km already in revenue service:

- **Davis Drive Rapidway**, from Yonge Street to Roxborough Road in the Town of Newmarket, in 2015.
- **Highway 7 Rapidway** Vaughan Metropolitan Centre component in 2016, from Vaughan to Richmond Hill in 2019, and at Unionville GO Transit station in 2019.
- **Yonge Street Rapidway** in Richmond Hill and Newmarket in 2018.

11c. Advance delivery of the **Eglinton Crosstown Light Rail Transit (LRT)** (from Mount Dennis to Kennedy Station) for an in-service date of 2020.

- Complete procurement in early 2015, in collaboration with Infrastructure Ontario.
- Begin construction in 2015 of the portion of the project delivered by the Alternative Financing and Procurement contract.
- Complete construction of all early works (such as tunneling and utility relocation), to allow an in-service date of 2020.

11d. Advance delivery of the **Finch West Light Rail Transit (LRT)** (from the Toronto-York Spadina Subway Extension to Humber College) for an in-service date of 2020, including:

- Complete procurement in 2016, in collaboration with Infrastructure Ontario.
- Complete construction of all early works in 2016 to allow an in-service date of 2020.

11e. Advance delivery of the **Sheppard East Light Rail Transit (LRT)** (from Don Mills Station to Morningside) for an in-service date of 2021.

- Complete procurement in 2016, in collaboration with Infrastructure Ontario.
- Complete construction of all early works (such as tunneling and utility relocation), to allow an in-service date of 2021.

11f. Begin production of new light rail vehicles in 2017 based on a prototype received for testing in 2015.

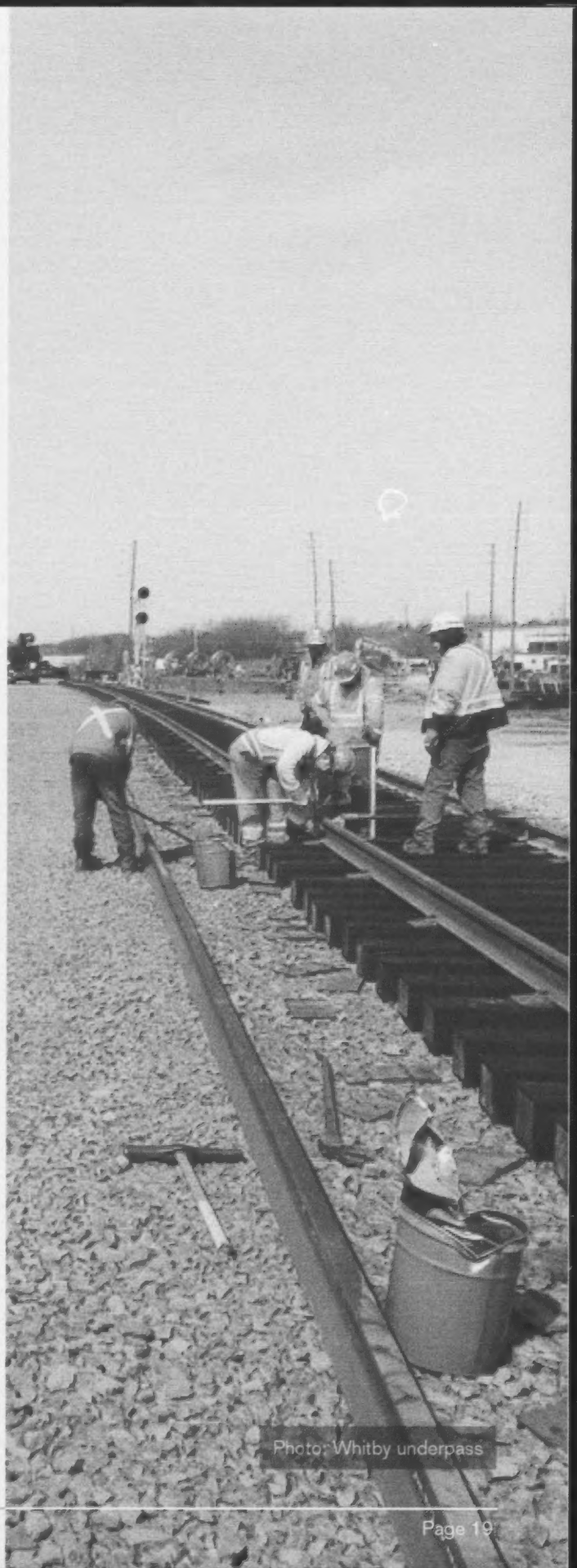
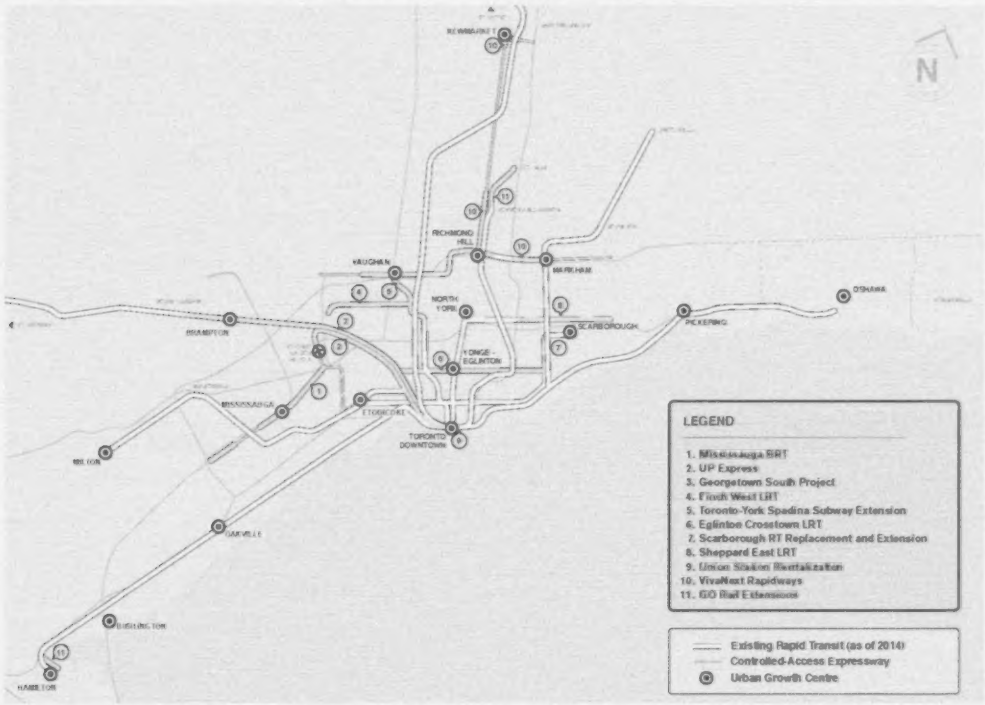
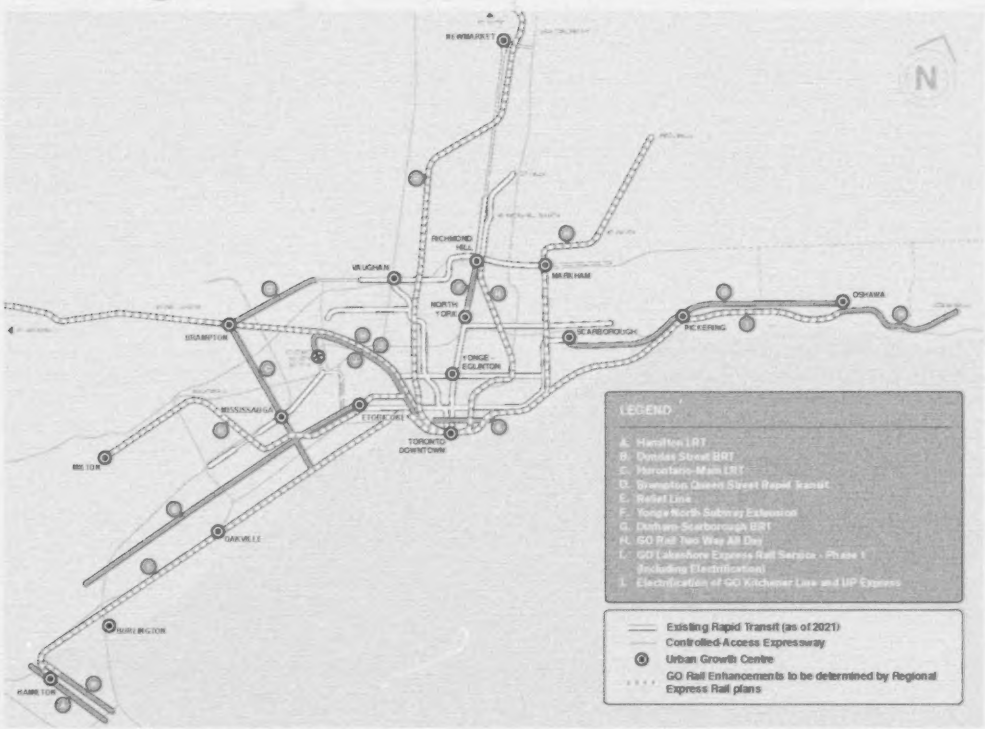


Photo: Whitby underpass

First Wave of Major Capital Projects with Existing Committed Funding



Next Wave of Major Capital Projects Eligible for Funding



PRIORITY IV:
Be a global leader in customer service excellence to grow transit ridership.

OBJECTIVE 12: Work toward transforming GO Transit service, by advancing frequent **Regional Express Rail** service and expanding bus service, while retaining a customer focus.

DELIVERABLES:

12a. **Complete, and proceed with implementing, a Regional Express Rail plan**, providing the service concept, infrastructure and operational requirements, business case and implementation plan for this ambitious service development.

> Over the next 10 years, the GO Transit rail network will be transformed into a frequent, all-day regional rail service.

12b. **Expand rail service,** increasing the number of trips **by 50%** for the five year period from 2015-2016 to 2019-2020, starting from a 2014-2015 base of 1,500 trips per seven day week.

- **Add peak period trains** to meet demand on selected corridors where feasible.
- **Extend Richmond Hill rail service** to Gormley and Lakeshore West rail service to James Street North in Hamilton.
- Introduce new **off-peak rail service** as guided by the Regional Express Rail plan.

12c. **Increase rail capacity** with existing train schedules, by adding rail cars to form **12-car trains** where required by demand.

12d. Increase control over GO Transit rail operations, by introducing **in-house train control** starting with the Union Station Rail Corridor by 2020.

12e. **Expand bus service**, increasing the number of bus trips **by 20%**, for the five year period from 2014-2015 to 2019-2020, starting from a 2013-2014 base of 14,000 trips per seven day week.

- **Strengthen the GO Transit bus network**, as a direct, fast and convenient regional transit service with point-to-point, limited stop, express services between key regional destinations, suburban employment centres and other growth markets outside the downtown core, while continuing to complement the expansion of the GO rail network.
- Continue to **develop** the Highway 401/407 corridors with high-frequency, regional transit services, serving as the primary **inland east-west regional transit spine** for the GTHA.
- Restructure bus services to **serve completed regional bus facilities** including:
  - The Highway 403 / Mississauga Transitway (2016);
  - The new terminal at Highway 407 and Jane Street as part of the Spadina subway extension (2016); and
  - Kipling inter-regional bus terminal (2019).
- **Redeploy** GO Transit bus **resources** from "train-bus" routes as off-peak GO rail service is introduced across the network.
- Provide seamless **train-meet connections** at GO Transit rail interfaces, extending the GO Transit network to growth centres and key regional markets in the GO Transit service area where demand warrants.
- Support GO Transit bus ridership by implementing minimum levels of services and adding **new bus trips** and services throughout the network **in response to demonstrated and/or latent demand**.
- **Increase** the **profile of GO Transit bus services** for their important role in serving the rapidly growing suburban market through a branding and marketing strategy.

12f. Complete deployment of a **bus tracking system** (Computer Aided Dispatch /Automatic Vehicle Location) by 2015 to support operational management and provide real-time bus service status information for customers.

> Metrolinx serves its customers, the travelers in the GTHA, with passion.

12g. Continue to **grow customer satisfaction**, improve customer information and develop new ways of understanding what customers want from the service by implementing the **Customer Service Strategy** including:

- Enhance the customer experience by **providing retail solutions** that satisfy customers' expressed and unexpressed needs.
- Enhance the **usefulness and profile of social media and mobile website** customer communications.
- Enhance **front line customer service training** to identify, understand and develop skills to anticipate customer needs.
- Uphold or exceed the commitments of the **GO Passenger Charter**, with a 5% growth in customer satisfaction to 87% by 2016.

OBJECTIVE 13: Introduce a welcoming new air travel gateway to Toronto by launching UP Express as a differentiated customer experience.

DELIVERABLES:

13a. Create and deliver a **unique branded customer experience** that defines the outward face of the service brand and how it will deliver value to customers, developing strategic partnerships that strongly align with the UP Express Brand.

13b. Implement a robust **UP Express technology program**, including a simple and intuitive website and mobile app, and fare collection system.

13c. Implement a **master communications plan**, along with comprehensive marketing, to raise awareness and ridership of the UP Express.

13d. Execute and monitor an **operations plan** for UP Express, leveraging Metrolinx capabilities and third party agreements to deliver a highly reliable service with attention to excellent customer service carrying roughly 5,000 passengers per day or 1.8 million rides in the opening 12 months.

OBJECTIVE 14: Deliver new rapid transit operations jointly with municipalities by implementing financially sustainable agreements that emphasize customer service excellence.

DELIVERABLES:

14a. Finalize **operating agreements with the TTC** for the three Toronto LRT projects (Eglinton Crosstown LRT, Sheppard East LRT, Finch West LRT) by 2018.

OBJECTIVE 15: Enhance customer and client fare payment convenience by further developing the PRESTO offering.

DELIVERABLES:

15a. Develop, in conjunction with transit agency clients, a PRESTO **customer satisfaction strategy**, while undertaking regular customer and client satisfaction monitoring, and responding systematically to emerging concerns and opportunities.

15b. Develop and implement a **card reload and distribution strategy** to cover the PRESTO service area.

15c. Implement payment options, including **open payment** using contactless smart cards and mobile devices.

15d. Complete the ongoing rollout of a **business intelligence** function that provides travel data and operational reporting, as well as enabling "value-add" services for participating transit agencies.

15e. Assess and begin implementing potential **new PRESTO products and services** by 2018.

The eagerly anticipated UP Express will link Pearson airport to the heart of Toronto's downtown, starting in spring 2015.

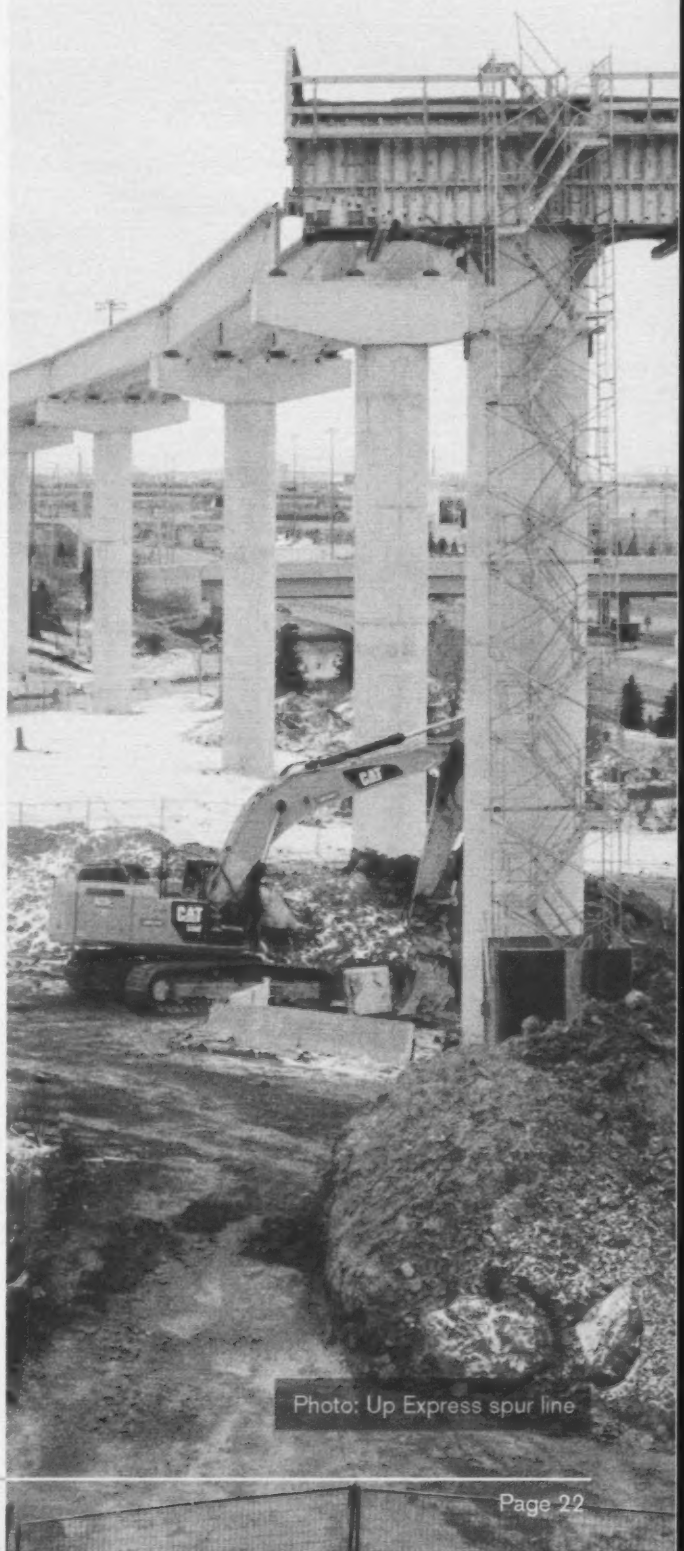


Photo: Up Express spur line

PRIORITY V:
Ensure that Metrolinx is a trusted organization with the capacity and flexibility to deliver the Regional Transportation Plan.

OBJECTIVE 16: Provide transportation leadership and build consensus, through strengthened partner relationships and improved public and stakeholder awareness of Metrolinx.

DELIVERABLES:

16a. Strengthen the **relationship and partnership** with municipalities, the Province of Ontario and other partners through:

- Continuing to recommend Metrolinx governance changes, including a role for municipalities in nominating members of the Board of Directors.
- Actively engaging elected officials in key initiatives.
- Developing and strengthening staff forums for regional coordination and cooperation.

> Effective transportation leadership demands clear, effective communication with citizens, partners, and the Board of Directors.

16b. Continue to improve **public and stakeholder awareness** of Metrolinx and understanding of regional transportation issues, positioning Metrolinx as a thought leader and informed voice by:

- Clearly communicating how Metrolinx is accomplishing its objectives and meeting the terms of its mandate.
- Publicizing corporate positions and the evidence-based rationale for them.
- Employing the efforts of Board members, the CEO and the senior management team to share the Metrolinx story.
- Measuring reputational progress through public awareness and understanding.

OBJECTIVE 17: Ensure that Metrolinx can effectively meet evolving business needs by building organizational design, expertise and capacity.

DELIVERABLES:

17a. Attract and retain the best talent and be recognized as an **employer of choice**:

- Engage and motivate employees to **live the organizational values** and serve with passion, think forward, and play as a team.
- Implement strong **professional and leadership development programs** to attract and train the next generation of professionals in areas of demand.
- Develop and begin implementing a **diversity and social inclusion strategy** by 2015.
- Develop and implement a **corporate collaboration strategy** supported by hard and soft infrastructure to enhance employee morale, as well as individual and collective productivity.
- Further enhance the customer service focused culture through **employee engagement and recognition**, including regular employee opinion surveys, formal recognition, and an active employee suggestion program.

> Achieving Metrolinx's objectives demands a strong organization of committed employees.

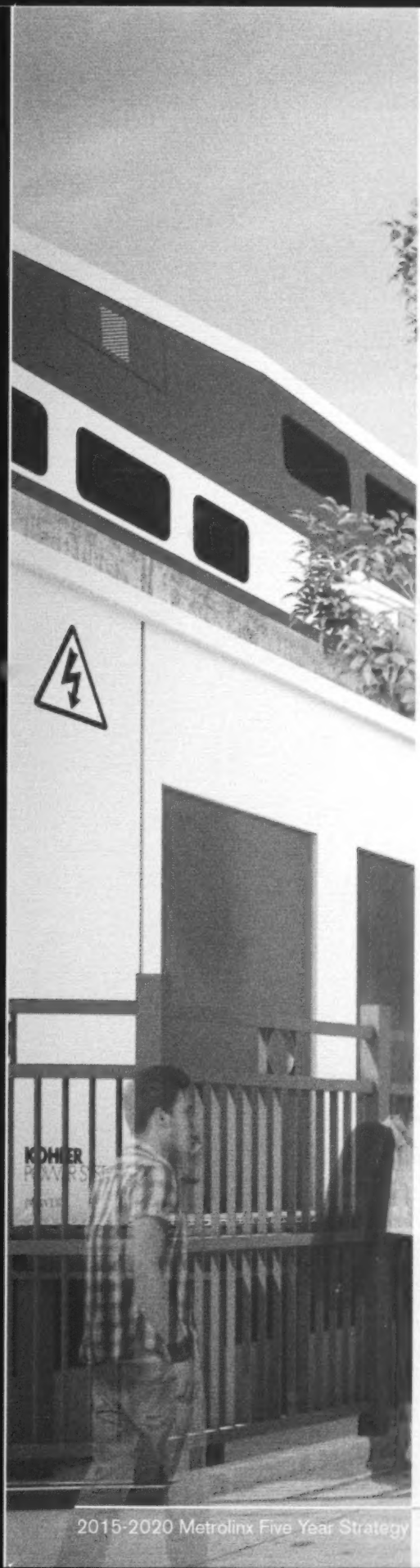
17b. Ensure that the proper **business structure, resources and processes** are in place for Metrolinx to be effective, efficient and flexible:

- Ensure that **corporate support functions** such as Procurement, Realty Services and Information and Information Technology **possess adequate resources** to manage anticipated workloads.
- Adopt **alternative workplace strategies** and a supporting long-term **office accommodation strategy** to provide a workplace that promotes employee engagement and a high performance culture.
- Implement the approved corporate **Information and Information Technology Strategy** starting in 2015.
- Update and increase scope and integration of the **asset management plan** by 2015 to ensure that assets are maintained in a state of good repair.
- Update the **records management framework** by 2017, to provide current guidance in the organization and retention of records across the organization.
- Advance the **Enterprise Risk Management** maturity level to effectively integrate a risk-based approach into all business activities, reporting and decision-making.
- Embed **business case analysis** in project development and project and program decisions to maximize benefits from investment.

OBJECTIVE 18: Model responsible operations and best practices as the regional transportation authority by adopting world-class standards.

DELIVERABLES:

18a. Ensure continued **rail safety excellence**, through adequate training, regular reviews of operational practices, and timely scheduling of preventative maintenance.



18b. **Ensure design excellence** in all projects through a formalized organization-wide review, criteria and guidelines, integrated with corporate procurement and project evaluation, by 2015.

18c. **Deliver services that can be conveniently used by customers with disabilities**, by implementing programs to engage and support employees throughout Metrolinx in providing accessibility.

18d. Achieve progress towards **sustainability**:

- Establish an executive-sponsored corporate **Sustainability Framework** by 2015, addressing energy use, emissions and other impacts; develop and implement workplans and supporting policies for priority initiatives.
- Introduce cleaner twin-engine **Tier 4 locomotives** to the GO Transit fleet in 2016, beginning an ongoing conversion program.
- Attain **APTA** Sustainability Commitment Gold status by 2017 and **UITP** Sustainability Charter Full Signatory status by 2016.
- Establish a corporate **Climate Adaptation Plan** covering facilities, practices and protocols, by 2018.

18e. Establish an **innovation centre of excellence** by 2018, leading research, trends and pilot initiatives in collaboration with innovative academic, government and private partners, guided by a senior advisory committee.

18f. In collaboration with stakeholders and business partners, systematically leverage public investment for **community benefit**, providing training and employment opportunities, local entrepreneurship and economic development, and supporting affordable, connected communities that improve access to jobs and services.

OBJECTIVE 19: **Demonstrate accountability, value for money and openness** through transparent engagement with the public and other stakeholders.

DELIVERABLES:

19a. Initiate tracking, by 2015, of established organization-wide corporate and operational **key performance indicators (KPIs)** to assist with ongoing performance monitoring.

19b. Implement ongoing **peer review industry benchmarking** by 2015 to assess operational performance.

19c. Enhance **reporting systems** to establish robust and transparent public reporting on the progress made with corporate strategy, business objectives and the delivery of projects.

19d. **Transparently communicate evidence-based rationale** for project decision-making, quantifying investment effectiveness, costs and benefits over the life of the project.

19e. Achieve further accountability and transparency by implementing additional **public oversight mechanisms** to be determined in consultation with the government.

19f. Enhance **public engagement practices** to model best practices, including **participation of key stakeholders** and dialogue with the communities Metrolinx serves on significant decisions that affect them.

19g. Cultivate openness in corporate activities by developing an **open government strategy** by 2015 and pursuing implementation.

Metrolinx works to continuously improve operational outcomes.

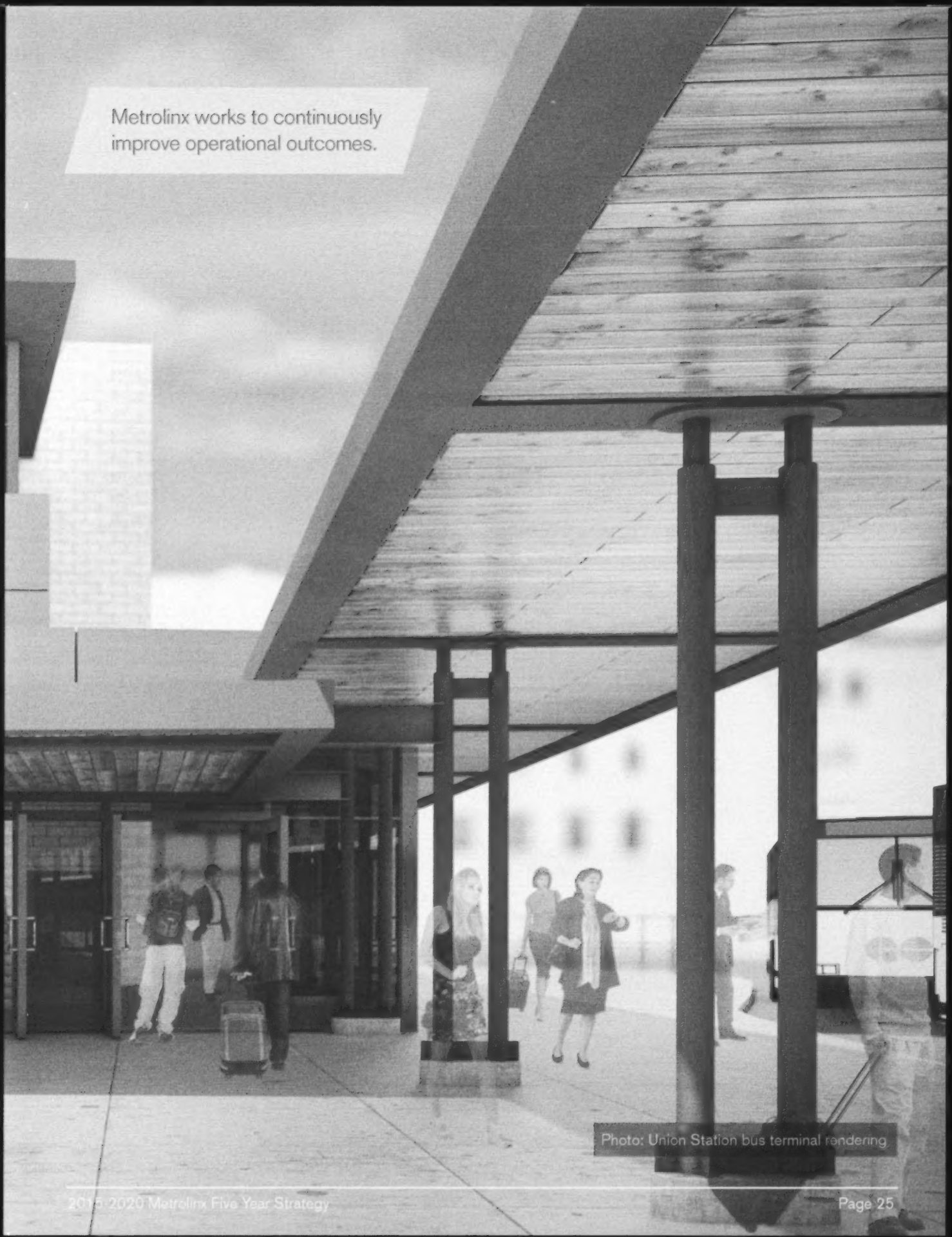


Photo: Union Station bus terminal rendering

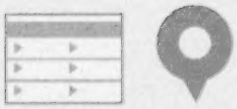
Looking Ahead

By The Year 2020

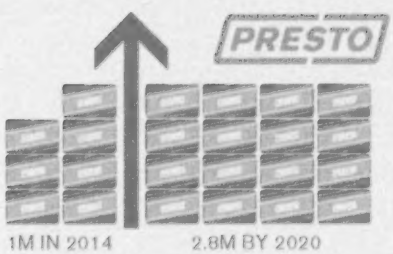
GTHA travellers will enjoy an expanded regional rapid transit network (highlighted on the maps on page 20), and many improvements to their mobility options in the region.

Almost 100 km of new rapid transit service

Improved coordination of local transit services and schedules



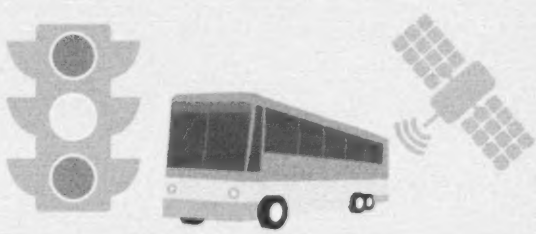
More consistent and intuitive transit wayfinding across the GTHA, including a single source of regional transit information, with trip planning, consolidated regional open data, and real-time service alert information.



Simplified fare payment on PRESTO for all transit systems across the region, including more coordinated and enhanced payment options.

Progress towards transforming the GO Transit rail network into a frequent, all-day regional rail service.

Increased regional service linking suburban destinations, with a focus on suburban employment centres, institutions and other nodes of high travel activity.



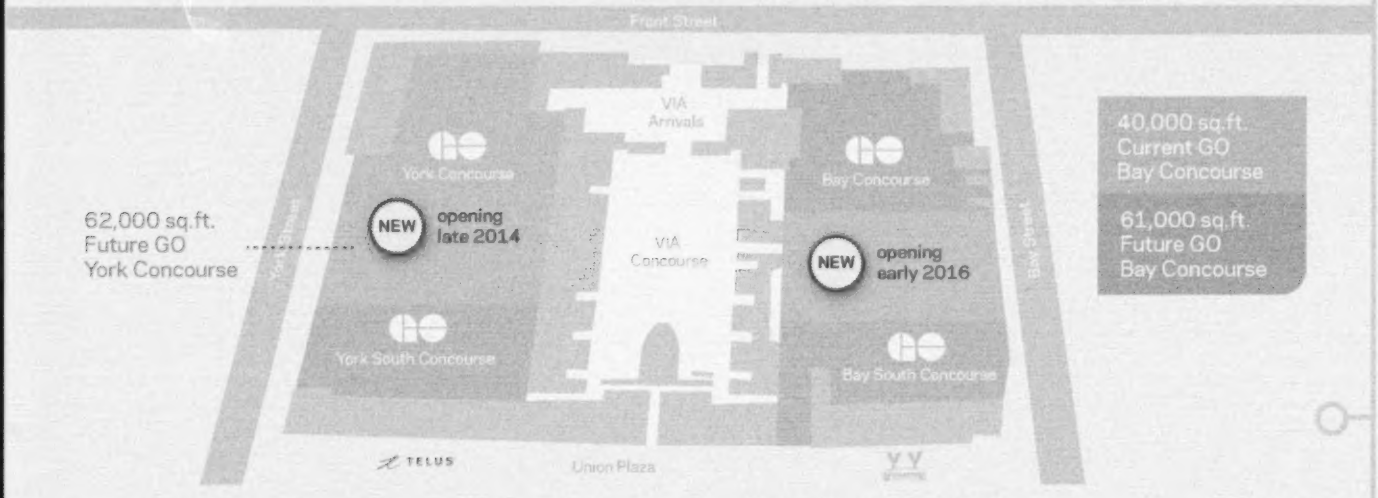
Improved coordination of road operations and faster and more reliable regional bus services, through use of technology and transit priority measures.

Improved accessible regional transit services, through enhanced infrastructure and vehicles on conventional transit, and coordinated cross-boundary travel on specialized transit.

A refreshed Regional Transportation Plan that is clearly communicated and reflects active participation by the region's citizens.

Greater availability of walking and cycling options, through improved station access and the implementation of Transportation Demand Management solutions.

Easier transfer between multiple bus carriers and other travel modes through enhanced terminals at Highway 407/Jane and Kipling stations.



A more comfortable Union Station, featuring triple the GO Transit concourse space, a new PATH connection, and new glass atrium in the train shed roof providing increased natural light.

Photo: UP's flagship station at Union Station

Now (Based on 2014 Data)	**By 2020**
• **GTHA Regional Rapid Transit Network** size is **447 km**	• **GTHA Regional Rapid Transit Network** size is **543 km**
• **68 million annual GO Transit Rail and Bus Boardings**	• **82 million annual GO Transit Rail and Bus Boardings**
• **1,500 GO Transit rail trips** per seven day week	• **2,250 GO Transit rail trips** per seven day week
• **14,000 GO Transit bus trips** per seven day week	• **16,800 GO Transit bus trips** per seven day week
• **UP Express** rail service to begin operating in 2015	• Up to **980 UP Express rail trips** per seven day week
• **43%** of participating transit system passenger trips are paid for **using PRESTO**	• **75%** of participating transit system passenger trips are paid for **using PRESTO**

METROLINX

An agency of the Government of Ontario

Working together to get you moving.

Photo: Viva Leslie Street bus stop

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